



- Role of FY'05 in larger company direction...
- --What was role of FY'04?
- --When we look back at FY'05 what will we want to say about it?
- --SVP Corporate Development
- --Senior Leaders leverage? (Left message for Donna Morris)




Overview

- Sourcing top talent / Talent Target
- Declines and Reasons
- Talent Attraction Challenges
- Next Steps

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Sourcing Top Talent

**focus on senior talent*

- **Focus on “passive” talent**
- **Why “passive” talent?**
 - top performers tend to be entrenched, “heads down” may be “willing to listen” **if the right opportunity** is presented
 - Top stars want an “agent” – our in house team has become “agents”
- **Challenge – top performers carefully consider career choice – content of work, level of impact, reporting relationship, title and compensation are all key factors**


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Criteria Used to Consider Top Talent

- **Qualified**
 - Are they Qualified (skills/knowledge/talents/values)?
 - Can they Scale?
 - Do they have trajectory?
- **Interested**
 - Are they interested in the role ?
 - Do they support Adobe's strategic direction?
- **Attractable**
 - Do we have a compelling offer and opportunity?

*Need to have all three to close a candidate


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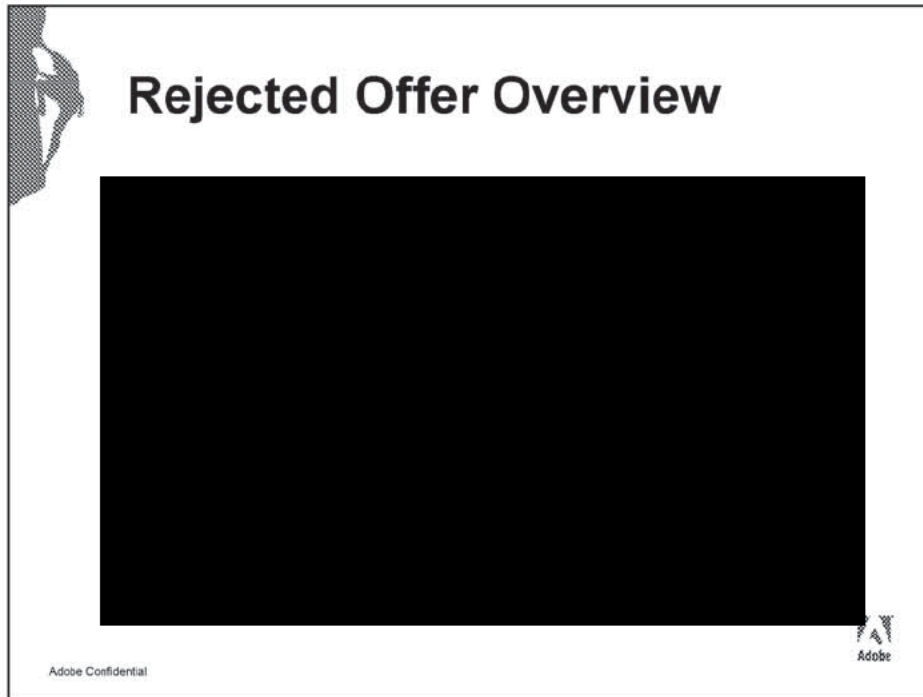


Market Dynamics

- **Competitive Market**
 - more difficult to find (1) qualified (2) interested and (3) attractable "A-Players"
 - All 3 criteria is imperative in making a solid hire
- **Qualified**
 - Limited supply of qualified top talent
- **Interested**
 - needs to be a win/win for candidate
 - right position level, appropriate career move, title are all very important up front
 - Increase in the discussion closing before it opens (i.e. if the position is not at the right level for the candidate the discussion closes before it opens)
- **Attractable**
 - finding a sharp increase to candidate attrition during the interview process
 - total rewards must align to secure candidate



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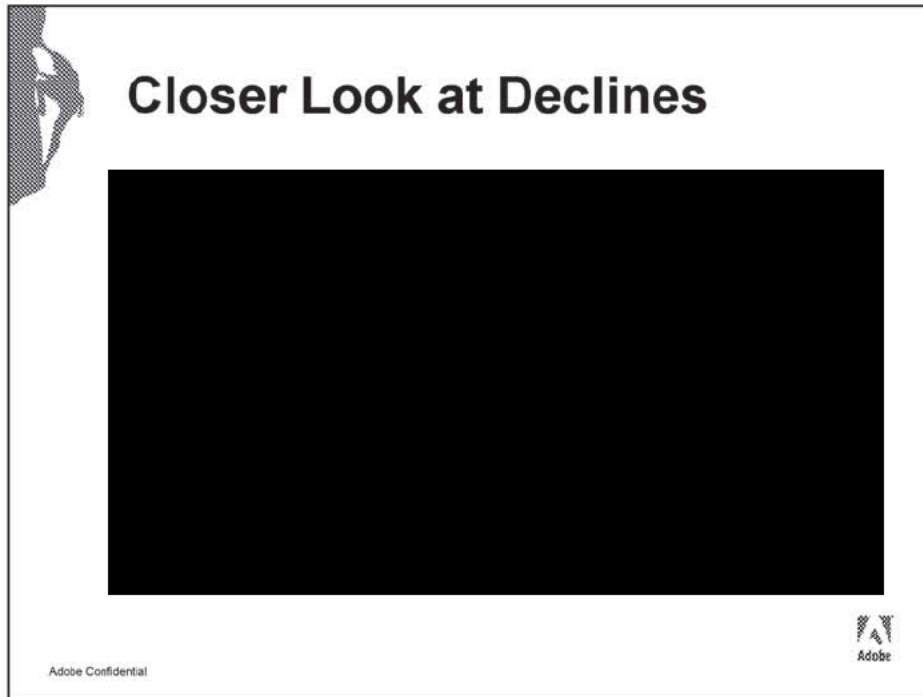


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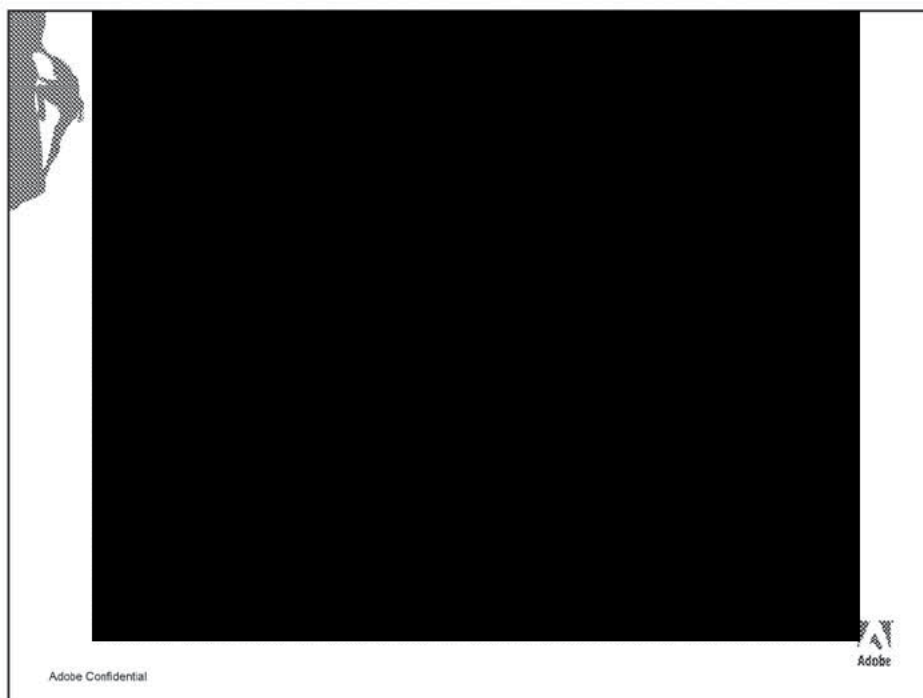


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What “Top Talent” ask themselves when entertaining an opportunity at Adobe?

- Is this a lateral move?
- Am I taking a step back?
- What does this say about my career path?
- Does money fix this?
- Why doesn’t Adobe think I’m at this level?

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Declined Offers – Closing Thoughts

- Are we limiting our ability to attract able to attract A's, especially in the Enterprise?
- Do we seek candidates in the comfort zone when top talent tends to want to move to stretch zone
- Can we grow without this talent?
- What is the revenue impact?
- Are we winning the talent war?
- Do we have the best people?
- Are the competitors winning the talent war?
- Do we want the left-overs from Yahoo, Google, Salesforce and Apple, etc....?

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